

THE LEADER'S LINK

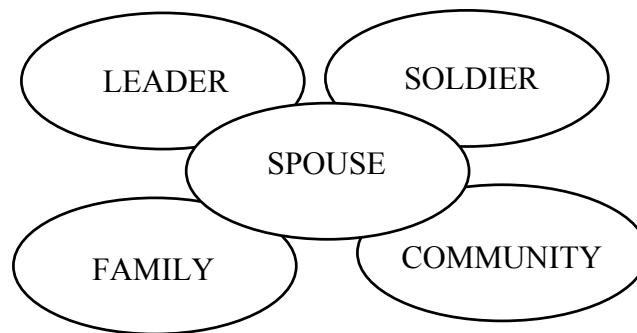


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**US ARMY COMMAND AND GENERAL STAFF COLLEGE
SCHOOL FOR PROFESSIONAL DEVELOPMENT
1986**

FORWARD

DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310-0200

The strength of our Army is its people -- soldiers members and how they employ their talents to making our Army a better place in which to live, work and prosper. Our published philosophy emphasizes it:

A partnership exists between the Army and Army families. The Army's unique missions, concept of service, and lifestyle of its members -- all affect the nature of this partnership. Towards the goal of building a strong partnership, the Army remains committed to assuring adequate support to families in order to promote wellness; to develop a sense of community; and to strengthen the mutually reinforcing bonds between the Army and its families.

Our most effective way to employ this strength is to "link" the unit and family together, to form leader teams (husband and wife) who combine their talents to strengthen their organizations, their communities, and thus the Army. This booklet is a source of information on how to help strengthen that relationship. Not designed to be all inclusive, the "Leader's Link" provides a starting point for the Army wife who is interested in improving her effectiveness as an active member of the community.

PREFACE

This book has been painstakingly put together by people who have "been there." They did it because they care very much about families, units, communities, the Army--people. Call it love, call it caring, call it concern. Whatever the label, it is a collective expression of feeling about you and about all the soldiers and their families who will look to you to you for leadership. That feeling and those people are our most precious commodities. Use what you will of this, but above all remember to be yourself. You have our very best wishes as you begin your new undertaking.

We thank the many people who have contributed to this handbook and hope our readers feel free to rewrite, reprint, or reject any of our concepts or suggestions.

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SECTION I

THE LEADER'S WIFE

Chapter 1

A RETROSPECTIVE

Army wives are unique. Your way of life has evolved just as the Army has evolved. In the words of today, you've come a long way.

Many of our customs were started by the Army wives of yesteryear. In the 1800s, the United States Army sent troops to remote forts, and their wives, women of true grit, went with them. They endured great hardships; their homes had canvas roofs (which collapsed in heavy rain or snow), dirt floors, log walls which were bug infested, and they had to haul their water. To ease the hardships of such a life, social customs began—like calling on the post commander when arriving on a post. In the evenings there were receptions and balls. The wives got together for sewing and quilting bees. The biggest event of all was the New Year's Day reception by the commanding officer. It was a formal dress affair and included the entire command.

Notwithstanding their remoteness from civilization and their lack of basic creature comforts, our gutsy sisters of yesteryear established definite social patterns which, in turn, developed camaraderie among them—a sense of community, a forerunner of today's chain of concern.

In those days, when orders were received, families were only allowed to take clothing and a couple of barrels of dishes with them. All the furniture had to be sold and bought again at the next post. Thus the necessity for the establishment of the Quartermaster furniture system.

In the small society of the Army post/fort/stockade/garrison, the wife's responsibility was in accordance with her husband's rank. It was a rather rigid "thou shalt" and "thou shalt not" system.

Even until the 1930's, if the commanding officer's wife came into the commissary, she was immediately allowed to go to the head of the line. When she entered a room, everyone stood up. Today, only a head of state's wife is likely to be accorded such courtesy.

But that same small society was a caring group, and Army wives have since traditionally offered helping hands. This tradition today is reflected in the volunteers of ACS, Red Cross, and Thrift Shops on every Army post throughout the world.

Before WWI, officers were accorded servants which enabled their wives to live a more formal lifestyle of teas, receptions, balls, and formal dinners.

Today, informality is the norm. At all levels and all grades, our equally gallant and gritty Army wives have a different kind of pressure: time. We are more involved in schools/community volunteer work/ family car pools—and with no outside help. So our social customs have evolved to casual coffees and informal dinners. Formality is for very special occasions today.

Of course, we do continue many of the traditional Army customs, such as the "dining in"—a formal military unit affair. And, though less frequent now, military balls remain elegant and echo the heritage of the past with the posting of the colors and formal toasts.

The small intimacy of a remote fort has given way to the Army post of 3,000 families. Thus the calling on the commanding officer has become an impossibility, and today's Hail and Farewell replaces it.

Today's social customs are derived from a great heritage of brave frontier Army wives. They endured their hardships with class. Today, we have the air-conditioned car and the motel with swimming pool and restaurant while a van transports our thousands of pounds of household goods. Our frontier wife sat in an Army ambulance (covered wagon) for weeks, freezing or roasting, with zero comforts.

Oh, that we can be half as brave, half as uncomplaining, and half as dedicated as our noble predecessor!

Chapter 2

GENERAL GUIDELINES

A leader is best
When people barely know she* exists—
Not so good
When people obey and acclaim her.
Worse
When they despise her.
But of a good leader,
Who talks little,
When her work is done—
Her aim fulfilled,
They will say:
"We did it ourselves."

Lao-Tse (565 B.C.)

As a leader's wife, you have the *option of declining, redefining, and personalizing* the tasks with which you are confronted to suit your own priorities, personality, and leadership style. Please note, and keep in mind as you read on, the choice is yours what and how much you will do. The two of you should consider this carefully. After you have charted your course, this book is designed to help you sail in a way to miss some of the reefs and enjoy the voyage. This chapter, for example, offers some suggestions which have been found helpful in creating an atmosphere conducive to the formation of a cohesive, interactive group. The generic term "unit" will be used throughout for simplicity.

Your first goal should be to find out what is expected of you. You should seek advice from the next level up, and ask questions of your contemporaries and the person whom you are replacing. With the help of your husband, you should determine the degree of your involvement, and you should share this decision with the wives in your unit who will be looking to you for leadership.

Making the commitment to accept a leadership position means that you are interested in helping to create and maintain a wholesome, supportive, and caring atmosphere among the wives. It means that you have accepted a formidable challenge, but a most important one to today's Army, and a most rewarding one for yourself. And, it needn't be all that formidable if you keep a few thoughts in mind:

- Regardless of your persuasive abilities, not all will follow your lead; try not to take it personally.
- Different women have different talents; seek diversity in group efforts and special projects.
- Project enthusiasm and a positive attitude about the unit and post.

- Being knowledgeable about the professional services that the post has available will make you a valuable resource person. (See Chapter 12, Community Resources.)
- Asking for help will simplify your life; this also helps others to feel that they belong because they are contributing.
- Have realistic goals for yourself and others.
- Don't try to do everything yourself.

The leader's wife who is employed outside the home can play an important role by showing that her employment does not preclude involvement in the activities of the unit. There will necessarily be some functions that she cannot attend, and she may need to ask someone to represent her. A well organized wives' group can be managed by women who work both in and out of the home.

The Leader's Link offers many valuable suggestions based on the experience of others to help the leader's wife meet this challenge, but no one book can supply all the answers. Past experiences, personal commitment, and your own unique abilities will provide the self-confidence and motivation to successfully meet the challenges of being a leader's wife. The key to leadership success is to project an attitude of enthusiasm and concern, and to enjoy what you do.

Chapter 3

LEADERSHIP IN THE CHAIN OF COMMUNICATION

<p>"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."George S. Patton</p>

When your husband assumes a leadership position, he will become part of a well-defined chain of command. There are very clear, official job descriptions, including responsibilities, for each link in the chain. He is responsible for his soldiers, what they do or what they fail to do, and for his 'soldiers' families. No matter what his rank or position, because he is an Army leader he is able to influence the careers of soldiers a generation away from him on either side of his age, and he is able to influence the general health and welfare of the families as well. He may have even more influence over the families when the unit is overseas where the leader may be responsible for community operations and facilities.

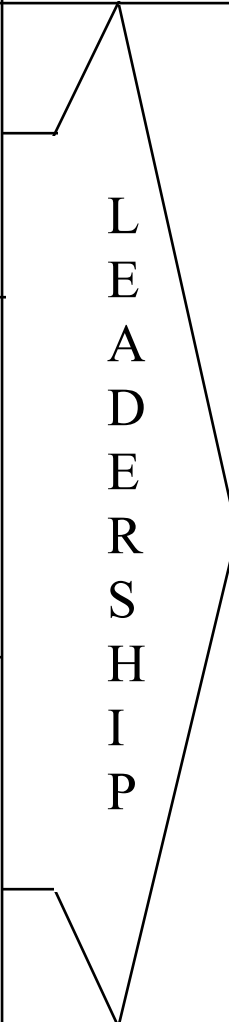
For the past fifteen years or so, the senior leader has been training and practicing to become a unit commander or sergeant major . . . platoon leader, company commander, first sergeant or unit staff officer. While he was preparing to lead, you may have been dealing with a growing family, volunteering in the community, going to school, or working outside of the home. You may not be prepared for nor even understand the nebulous, unofficial "responsibilities" of a leader's wife. On the other hand, you may be eager to meet the challenge of the "leadership team" with your husband. Ready or not, some people will look to you for community leadership and will see you as someone able to effect change.

Regardless of your experience, this chapter is an attempt to define the "responsibilities" of the leader's wife. These are nothing more than things done in the past by other leaders' wives which led to happier, more successful wives' groups. Remember, these responsibilities are defined as a starting point for your redefinition; you may reject, add to, or adjust them to apply to your situation and personality and desires as you interact with others in the unit. *None are your responsibilities until you accept them as such.* However, the unit wives will need a leader—the question is "Who will lead them?"

You may work full-time or have other obligations which keep you from attending all meetings and functions. If you are a senior leader's wife you have the option of finding someone to represent your unit or organization, or even take on the delegated leadership with you as an adviser. If this option is exercised, traditionally the wife of the next ranking person in the unit is offered the representative job first.

A leader may be a bachelor, or his wife may not have accompanied him, or she may choose not to participate. Under those circumstances, he may ask one of the unit wives to fulfill many of the same functions as his wife would have. One cannot assume that a wife will be willing to fill this capacity solely because of her husband's rank.

The following leadership chart describes the ideal, committed, energetic leader. Even if you meet the needs of your group through a representative, you are a leader, and you will be relied upon to see to the nurturing and information needs of the group.

IN THE CHAIN YOU COMMUNICATE	EXAMPLES	WHICH ARE
1 CARING	<ul style="list-style-type: none"> • Welcom/Farewell • Listen to the Group • Respond to Spacial Needs (e.g., sickness, family crisis, etc.) • Attend to Group Joys (e.g., promotions, new baby, etc.) 	 L E A D E R S H I P
2 INFORMATION	<ul style="list-style-type: none"> • News during unit Family Separations • Unit or Post Wives' Social Plans • Post or Army Family Support Programs • Community Activities, Opportunities or Needs • Special Unit Policies or Traditions 	
3 RELIABILITY	<ul style="list-style-type: none"> • Be Consistent in Caring • Gather and Pass on Information • Participate in Unit Activities (or through a Representative) • Work WITH the Group to Plan and Organize What THEY sant to do • Support Programs Improving the Family's Quality of Life 	

This chart is an adaptation of information from "Leadership: A Return to Basics." by General Edward C. Meyer. Chief of Staff of the Army, MILITARY REVIEW. July 1980.)

For additional valuable information about groups see "Establishing NCO/Enlisted Wives' Groups," chapter 6, page 3.

Leadership Styles

How you go about fulfilling the leadership role can be called your leadership style. You have a leadership style unique to your personality and, ideally, compatible with or flexible enough to meet the needs of your wives' group. There is no right or wrong style; there is no one style most effective with every group, but there are times when one style may be more effective than another. Leadership behaviors normally correspond to one of the four styles depicted in Figure 1.

As you examine the styles, bear in mind the definitions are geared for doing a task, making a product, or completing a project. Business and military leaders are expected to be efficient; their subordinates expect to be led to produce. In contrast, your most important objective might be for the wives to get to know, enjoy, and support each other; the completion of an efficient, accurate project might be secondary to your leadership success.

EFFECTIVE LEADERSHIP STYLES

If the group is:	(to complete the project) they need:	which is Leadership Style:
Very inexperienced (Unable and unwilling to take responsibility)	Lots of guidance/instruction Little encouragement to do it themselves	1. INSTRUCTOR
Inexperienced (Unable, but willing to take responsibility)	Lots of guidance Lots of encouragement to do it themselves	2. SELLER
Experienced (Able, but unwilling to take responsibility)	Little guidance Lots of encouragement to do it themselves	3. PARTICIPATOR
Very experienced (Able and willing to take responsibility)	Little guidance Little encouragement to do it themselves	4. DELEGATOR

(The section on Leadership Styles is an adaptation of Paul Hersey and Kenneth H. Blanchards' LEAD model, MANAGEMENT OF ORGANIZATIONAL BEHAVIOR: UTILIZING HUMAN RESOURCES, 3rd edition, Englewood cliffs, NJ, Prentice-Hall, Inc., 1977.)

Figure 1

Instructor is a leader who makes all the decisions for the group and tells the group what, how, when, and where to do various projects. This style works best with a wives' group which is inexperienced or unable and unwilling, to make decisions or plan projects for themselves.

The Instructor gives lots of directives and spends little time encouraging independent actions. She has a high project completion rate which is more important to her than establishing interpersonal group relationships.

Seller retains most of the decision making control, but spends time "selling" the ideas to the groups, usually attaining at least a majority agreement. The Seller works best with somewhat inexperienced groups which are unable, but willing, to make some decisions and take on projects. The Seller reinforces the wives' enthusiasm and willingness while providing some direction. Usually, the Seller has a high rate of successful project completion while maintaining good interpersonal relationships among group members.

Participator works best with a relatively experienced, sophisticated group of wives; they have the ability to take on any project, but may lack confidence or enthusiasm. The Participator carefully establishes two-way communication channels and strives for a consensus of all group members in the decision making process. Though the projects may not get done as quickly or thoroughly at first, the Participator is more interested in building close personal relationships than the success of the projects; she is betting on the group's superior performance "down the road" as the wives grow in cohesiveness and confidence.

Delegator works with a very sophisticated, experienced, self-motivated wives' group. The women are ready, willing, and able to take on any project and follow it to completion with little or no directing. The decisions are often unanimous with the Delegator handing over complete control of a project once a member has taken responsibility for it. The group needs little encouragement from the leader to work well as a team in completing the projects or interacting socially.

You may use all four leadership styles with the same group, depending on the project at hand, but chances are you will see yourself as closer to one style in many group situations. If you are a Seller and inherit a highly motivated, experienced wives' group, you may encounter conflict immediately. If you are a Delegator and inherit a shy, inexperienced group of wives who are used to explicit project instructions, you may find confusion and inaction. Whatever your style, you must realize that you have one and that it affects the group.

The ideal leader will be able to adapt her style to match the experience level of the group she is leading; the group will then successfully complete projects and build close personal relationships while doing them. Too much guidance from you (remember the wives are adults) or no help from you (you are their more experienced leader) can be damaging to your relationship with the women in the group.

Group Cohesiveness

THE GROUP LEADER SETS THE CLIMATE FOR THE GROUP. If you have a leadership style compatible with your personality and the needs and wishes of the group, you have a far better chance of leadership success. Leadership is complex and further complicated by the probability of your joining an already established group with its own way of doing things. Whatever your leadership style, you must be aware of your impact on the group and be sensitive to your influence as the new leader.

A SUCCESSFUL GROUP CAN MORE CREATIVELY PLAN AND MORE EFFECTIVELY CARRY OUT PROJECTS THAN ANY SINGLE MEMBER OF A GROUP CAN. The most successful wives' groups have women who willingly use their special talents to accomplish group objectives. In the diversity of the wives' talents lies one of your most important group strengths. To use all of the wives' talents, the group must be cohesive. Groups which are cohesive have high loyalty and morale, accomplish more, and communicate better. To increase group cohesiveness:

Evaluate the legitimacy and acceptability of the group objectives. Be sure the projects the wives' group is asked to support are requested by the appropriate person and considered by the group to be reasonable and important (or interesting). The group will very likely accomplish a project which meets the above criteria, even if they don't like the task.

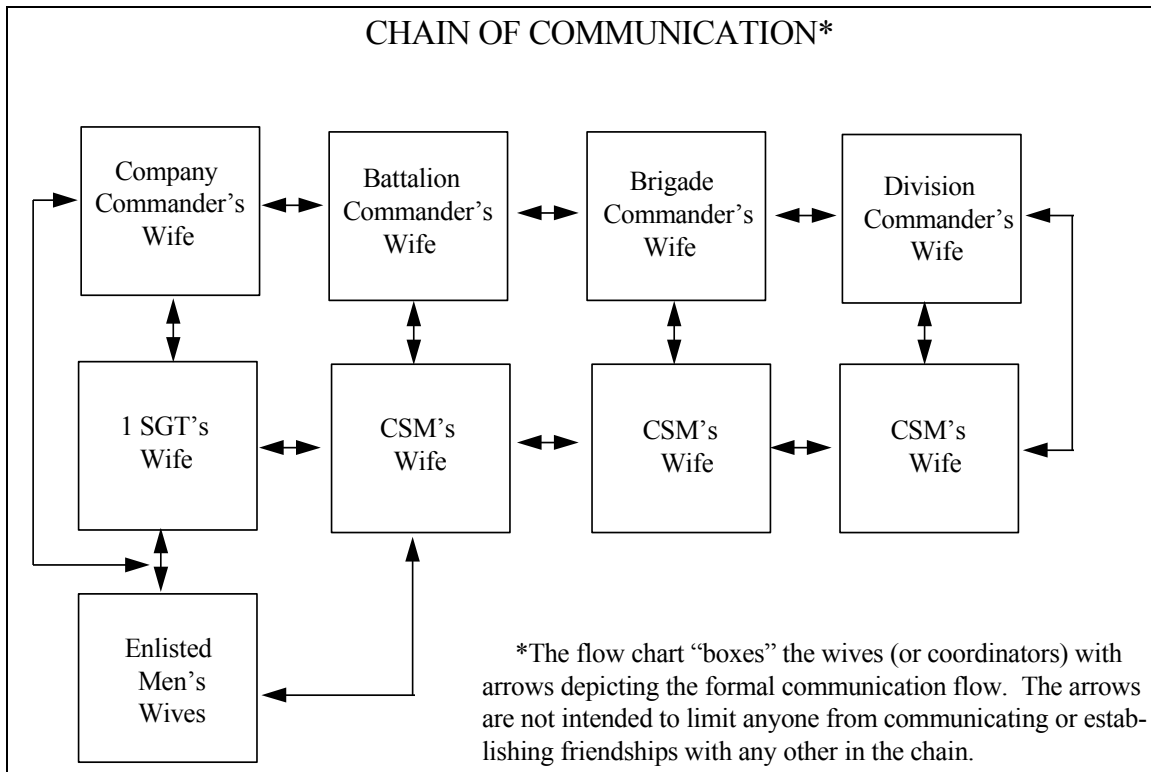
Show appreciation to members of the group. People participate in groups for reasons such as social, leadership limelight, prestige, or just to "fit in" to the community somewhere. For each wife to have that sense of belonging, of reward for being in the group, she must feel her talents are appreciated, her opinion respected, and that she will be "protected" by the group. It is important to publicly thank wives for sharing their individual talents and making contributions.

Build a group tradition. Use group pronouns such as WE and OUR. Help give them a sense of pride in belonging to the group. Remind them of successful projects, parties, first meetings, etc., which establish the group's history together. You may want to take pictures at the functions, to keep a scrapbook or share group experiences. The wearing of a unit pin, unit T-shirt, etc., helps to establish "esprit de corps"--a sense of belonging and a pride in belonging.

Be positive and enthusiastic. Good morale is contagious.

Strive for a consensus on group decisions. A consensus is a majority agreement with some individuals not totally agreeing with the decision, but willing to compromise to accomplish group goals. (This goes beyond a simple majority in which there are members who are opposed to the decision.) A consensus can be very difficult to attain. To try to reach consensus, you will have to listen openly to what the group says; be flexible and receptive; and, as their leader, honestly try to meet the group's needs.

The Chain of Command in the Active Component.



While the men have a chain of command, the wives wear no rank. But the wives' chain of communication follows generally the same chain of command established by the military.

The Division Commander's Wife has a wealth of information at her fingertips. Not only does she know what is going on in the division, but in the Army as well. Routinely she is apprised of new programs that affect all members of the Army family. Ideally, she will meet on a regular basis with the wives of the brigade commanders as well as the wife of the division CSM to pass on this information. She may also elect to write a newsletter to all commanders' wives in the division to ensure that news, particularly about the division, is circulated.

The Division Command Sergeant Major's Wife is the link between the division commander's wife and the NCO wives. She also serves as a leader of the brigade and battalion CSMs' wives, with meetings held regularly to exchange information. She may also be asked to serve as the NCO wives' representative to community support groups.

The Brigade Commander's Wife schedules regular meetings with the battalion commanders' wives and the brigade CSM's wife to exchange information and discuss mutual concerns. She is responsible for arranging joint brigade officers' wives' functions and will often be expected to serve as an honorary member or advisor of various clubs and organizations within the larger command. Because of her many commitments to the community and the battalions, the brigade commander's wife may ask the XO's wife to assume social leadership of the brigade headquarters wives' group.

The Brigade Command Sergeant Major's Wife is instrumental to the chain of communication between the NCO/enlisted wives and the brigade commander's wife. She is an important resource to the brigade commander's wife. Ideally, she would meet with the battalion CSMs' wives to share community information.

The Battalion Commander's Wife serves as the leader of the battalion wives' groups. In the officers' wives' group she is an active, involved, and enthusiastic participant. She should welcome and farewell members, share brigade, battalion, and community information, and ensure that activities and projects are well-planned and enjoyable.

Among the enlisted wives or combined wives groups, the battalion commander's wife may serve in an advisory capacity, participating and offering assistance as needed.

The battalion commander's wife will want to meet regularly with the company commander's wives and first sergeants' wives. She will want to maintain a strong bond of friendship with both the XO's and CSM's wife so that they can assist each other in meeting the needs of the battalion family members.

The battalion commander's wife will benefit from having an open line of communication with the brigade commander's wife and among her own contemporaries, since they will be called upon, as a group, to support brigade and community projects.

Social functions in the home of the commander are special events for battalion soldiers and family members. Hostessing these occasions can be a rewarding highlight for the battalion commander's wife.

The Battalion Command Sergeant Major's Wife's duties are essentially the same as the brigade command sergeant major's wife. Her focus is at the company level and she meets with the first sergeants' wives. She monitors family support and sponsorship programs. It is helpful if she can provide a battalion newsletter and help to plan family activities.

The Company Commander's Wife, of all the officers' wives, has the best opportunity to identify the needs and interests of wives and family members, and she should share this valuable information with the battalion commander's wife. The company commander's wife should develop a good working relationship with the first sergeant's wife and the platoon leaders' wives, so that altogether they can establish a strong support group at the company level.

The company commander's wife can help to improve morale and esprit if she organizes regularly scheduled social activities for wives and families. She should also attempt to keep company wives informed about newcomers, births, training schedules, etc.

The First Sergeant's Wife communicates with the company commander's wife and the platoon sergeants' wives and has close contact with all company NCO/enlisted wives. She assists the company commander's wife in company activities and she may suggest to her ways to assist the soldiers and their family members. It is important for her to be aware of problems that may exist in the community. Suggested activities can be found in Chapter 6, Wives' Activities.

The Executive Officer's Wife, at each level, can be very helpful to the commander's wife. She may share some of the commander's wife's responsibilities and/or represent her at meetings. She may coordinate the farewell and welcome activities for the wives of the unit's commanders. She can be most helpful by letting the commander's wife know that she is supportive and is there when needed.

Other leaders' wives—platoon, squad, section, agency, branch, etc. — are in a position to be highly supportive of all these efforts to provide an involved and caring environment for all soldiers and their family members.

The Coordinator (Commander's Representative) is the wife who is willing to assume the responsibilities of the commander's wife in a situation where the commander is unaccompanied, or has a spouse who is unable to assume her leadership role.

The coordinator should meet with the commander to find out his expectations with regard to her involvement and responsibilities in the unit. She will need to remain in communication with the commander as well as with other unit commanders' wives.

The coordinator should make clear from the start how much she is willing to do. She is the commander's "link" at wives' functions and meetings, serves as leader of the unit wives' group, and keeps the commander informed of wives' group activities and concerns.

If there is no commander's wife or coordinator, the unit wives might join with the wives of another unit in order to keep the lines of communication and concern open.

Chapter 4

REFLECTIONS WITH YOU IN MIND

This time in your life can provide personal growth as you develop leadership techniques and learn to balance the concerns of home and unit. It can be a time of personal giving as you help others in your special way. It is also a time to appreciate the admiration, respect, gratitude, and friendship which others will extend to you if you let them.

As you participate, REMEMBER. . .

- . . . YOU. Be sure to save some time for yourself and non-unit friends; this helps retain your sense of balance and objectivity.
- . . . ENJOY YOURSELF. Keep your sense of humor. If you are not having fun, it is time to reevaluate.
- . . . FOCUS ON OTHERS. Consider how you may grow and learn from your association with them.
- . . . BE CREATIVE. It is not necessary to do the same old thing in the same old way. People will usually respond positively to a new idea if it is enthusiastically presented and planned with their interests in mind.
- . . . BE YOURSELF. Do what is most comfortable for you, but do not be afraid of growth and change. Ask for suggestions and advice, but decide for yourself what is right for you. Don't try to keep up with another leader's wife--this is not a contest to see who does the most!
- . . . BE AWARE. Others look to you as an example, whether you know it or like it.
- . . . BE PROUD. Don't hesitate to demonstrate pride in your husband's unit.
- . . . BE A TEAM. You and your husband will need to be each other's best friends. Your husband has a lonely position and will need you to be a good listener. Cherish that relationship; always guard the confidence and trust on which it is based. Save time for each other.
- . . . APPRECIATE YOUR SPECIAL CONTRIBUTION. Your point of view brings an added dimension to your husband's perspective.
- . . . LEARN TO GIVE AND RECEIVE. Be willing to make a personal contribution where needed. Extend the hand of friendship to those in the unit and community. Know that your life will be enhanced by the people whose lives you touch.

As the time nears for your husband's rotation, it is also time for you to look ahead. The people in the unit who have learned to depend on your leadership will look to you to provide a smooth transition. Let them know what an enriching experience this has been for you, but at the same time help prepare them to let go of their attachment to you, so that strong new loyalties can be established.

Your loss will be greater than theirs, but you can take pride in a job well done!

Chapter 5

HINTS ON BEING AN ADVISER

"I was gratified to be able to answer promptly, and I did. I said I didn't know."

Mark Twain

The senior leader's wife may be asked to be an adviser for many activities. For example:

OWC
NCO/EM Wives' Club
Red Cross
ACS

Thrift Shop
Child Care/Pre-school Board
Commissary/PX Board

An adviser's job is to counsel and inform. In cases where you do not have the experience or feel knowledgeable enough to do this, remember that your presence at meetings can give moral support.

Suggestions for Advisers:

- Show an interest in the activities and attend meetings whenever possible.
- Be available when counsel and advice are requested, but don't try to run the show--the elected officers do this.
- Meet with the president or chairman and let her know you are available to her.
- Keep your sense of humor and keep things light when possible. A joke or a smile can relieve the tension of a long, hard board meeting.
- Never be afraid to say, "I don't know, but I'll surely try to find out."
- Give credit where it's due, and be sure to recognize a job well done.
- Be familiar with Army regulations that apply to each organization you advise.

SECTION II

UNIT LIFE

Chapter 6

WIVES' ACTIVITIES

"Because of their age-long training in human relations . . . for that is what feminine intuition really is . . . Women have a special contribution to make to any group enterprise . . ."

Margaret Mead

(NOTE: Regardless of which level wives' group you lead, be familiar with the other wives' groups within your unit. This will prevent scheduling conflicts and mismanagement of resources. This chapter is written to give you a better understanding of how the different wives' groups function within a unit. We recommend that all leaders' wives read this chapter in its entirety.)

Why Wives' Activities?

In planning activities for the unit wives, the major goals should be to bond together as a support group, to enjoy friendships, to share experiences and talents, to learn about the community, to enhance esprit, and to grow together through Army life. Most activities will involve either of three groups: NCO/enlisted Wives, Combined Wives, or Officers' Wives. A monthly get-together by the wives of the unit can provide an opportunity to get to know each other and to exchange information. Meetings scheduled early in the month allow current information to be shared.

Keys for Successful Groups

Agenda

As the leader of any of the three unit wives' groups, you will benefit by following an agenda at your meetings. The following is a sample agenda:

- Thanks to hostess
- Introduction of guests
- Acknowledgment of newcomers and those leaving the unit
- Family news
- Treasurer's report
- Coming events (community news, unit announcements, etc.)
- Appreciation of volunteers.
- Volunteer requests
- Social time or program

Special Guests

It is often helpful for you and your group to periodically invite wives of senior officers/NCOs to your wives' group activities. You might want to provide these guests with name tags, an escort, or a roster of your group before she arrives. When honoring someone with a party (such as a commander's or CSM's wife's welcome), first check the time and date with the honoree, then send her an invitation marked "To Remind," rather than "RSVP" or "Regrets."

Wives' Group Funds

It is customary for funds to be collected for use as the group decides. These funds can be in the form of dues, special collections, door prizes, etc. As with all money matters, there must be proper accounting of all funds, so check into local installation regulations regarding the holding of funds and money-raising projects. It is practical for the new leader's wife to review the treasury records upon her arrival and periodically thereafter.

Sample Uses of Wives' Group Funds:

Welcome Plants
Special Gifts
Unit Pins
Newsletter Printing

The purchase of farewell gifts requires that careful monetary records be kept. Make sure fund rules (e.g., early departures) are clear.

Smooth Transition of Leadership

Unit activities are always affected by a change of leadership, regardless of the level. It is an emotional experience for everyone, the outgoing and incoming leaders and their wives as well as the unit personnel. Everything possible should be done to make the transition smooth and pleasant for all concerned. If you succeed, the wives' activities will suffer a minimum of disruption.

Notes of welcome from the outgoing leader's wife and the wife of the next senior officer or NCO to the incoming leader's wife, before she arrives, are a thoughtful gesture. The outgoing wife should try to meet personally with the incoming wife, to pass on information about the unit, the wives' groups, and their activities. It is helpful if the outgoing wife can arrange a tour of the installation and its facilities for the incoming wife. Introductions to their counterparts also help the transition. The information shared between the outgoing and incoming wife is vital for easing the transition. Given in writing, it will become a helpful reference for the incoming wife as she adjusts to her role within the unit. The following topics should be covered.

Unit Roster: The current official chain of command, as well as the wives' social roster.

Key People: Those who serve the wives' groups as treasurer, hospitality chairman, thrift shop representative, etc., and their responsibilities.

Meetings: The specific names, times, and places of all meetings which leaders' wives regularly attend.

Calendar of Scheduled Events: Detailed information about social events already scheduled, as well as upcoming unit and post functions.

Treasury Report: An outline of the procedures followed by the wives' group.

Unit Traditions: The policies and traditions which pertain to the wives' groups, such as unit gifts, newcomers, annual events, etc.

Volunteer Commitments: The ongoing volunteer activities which the unit supports, including wives' clubs and service organizations within the community.

Establishing NCO/Enlisted Wives' Groups

In some units there is an interest in forming an NCO/enlisted Wives' Group. The decision should be made as to whether the group will be social or service oriented, who will be responsible for hostessing each time, publicity, etc. The following guidelines will help in the formation of such a group.

Seek command support.

Notify the unit NCO/enlisted wives.

Secure names and addresses of married NCO/enlisted personnel through the unit S-1.

Distribute fliers to wives announcing the event.

Display posters (mail room, PX, commissary, child care center, etc.)

Telephone Committee

Installation publications (ACS bulletin, post newspaper, etc.)

Meeting Guidelines.

Hold the event in a chapel, rec. center, or place where there are provisions for children. Coordinate location with the S-1.

Assist with transportation (carpools).

Keep it informal.

Acknowledge newcomers (See Chapter 7, Hospitality)

Share information

Unit (Parades, ceremonies, promotions, deployments, etc.)

Community (PX, hospital, etc.)

Program

Guest Speakers (Commander, DPCA, PX Manager, etc.)

Trips (Shopping, tours, etc.)

Entertainment (Talent show, performer, color analyst, etc.)

When helping to establish an NCO/enlisted Wives' Group, keep in mind that all wives will not participate all the time. If you give it your best, and it still doesn't work, wait awhile and try again. Sometimes a turnover of people will affect the outcome. (See Chapter 8, NonParticipation.)

The greatest need for forming a support group is with the young enlisted wife. Many of these young women are away from home and family for the first time and find Army life a strange and lonely place. The NCO/enlisted Wives' Group can offer a necessary support system by providing a sense of belonging, experiences to share, the friendships of other wives, and a leader to turn to for help or direction. This may be critical to their well-being, especially when the husbands are away for extended training exercises.

Establishing Combined Wives' Groups

In many units, the wives of officer and enlisted personnel are organized and meet together regularly. The Command Sergeant Major's wife usually serves as the leader, offering encouragement, support, and advice. She should establish and maintain good communication with the commander's wife. In other units, the leadership is provided by the wife of the commander. The type and degree of organization of wives' activities in a Combined Wives' Group varies within each unit, depending upon the needs and interests of the wives. If your unit does not have such a group, you might be asked to help establish one.

Initial Meetings

Family Members' Briefing: This is a good way to interest unit wives in forming a combined wives' group, especially when the briefings are held before a major exercise. The battalion staff, under the direction of the commander, may provide the following:

- Explanation of unit's mission Community Handouts
- Emergency phone numbers
- Transportation (Allow husbands to bring wives during duty hours.)
- Refreshments
- Entertainment for children (Television, games, etc.)

Unit Deployment: These occasions provide an opportunity for wives to get together. Suggested activities might include:

Potluck Dinners	Bingo Parties
Attic Auctions	Bowling
Picnics	Self-improvement Programs
Educational Topics	

In planning activities for Combined Wives' Groups, always make arrangements for child care. You might arrange a Swap-A-Sitter service with another unit wives' group, or plan special activities for children so that they can attend without disrupting the activities planned for the wives (e.g., toys, games, video cartoons, etc.). A good wives' turnout often is dependent on children being included.

Officers' Wives' Groups

As the incoming leader of an Officers' Wives' Group, you will most likely join a group whose social activities and scheduled get-togethers are already following an established routine. After you learn the "whys and wherefores" of this routine (from the former leader's wife, the XO's wife, contemporaries on post, or from the wife senior to you) you and the wives might decide to make changes in the activities of the group.

Be open and honest in sharing with the wives your ideas for change.

Listen to the desires of others in the group.

Be sensitive to changing activities, customs, and traditions which are important to the wives.

Upon assuming a leadership position in a wives' group, it is usually wise to wait awhile before you decide to make sweeping changes in the way things are done. This "wait and see" approach allows you to better understand the unit, and be more responsive to the needs and interests of the wives within the group.

SUGGESTIONS FOR WIVES' GROUP ACTIVITIES

COFFEE GROUP PROGRAMS

Information Programs

1. Auctions
2. Craft Instruction
3. Demonstrations cooking, make-up etc.
4. Tacky Party
5. Crazy Hat
6. Gift Exchange
7. Game Night
8. Self-Improvement

Guest Speakers

1. Chaplain
2. JAG
3. ACS
4. Red Cross
5. CPR demo
6. Child Care Center
7. Florist demo
8. VIP
9. Unit commander
10. Crime Prevention

SOCIAL ACTIVITIES

Wives Only

Luncheons
Potluck Parties
Tours
Shopping Trips
Theater Productions

Wives and Spouses or Families

Cocktail/Dinner Parties
Potluck Parties
Progressive Dinner
Picnics
Sports Events
Talent Shows
Scavenger Hunt
Game Show Parties
Costume Parties
Holiday Parties
Formal Events

FAREWELL GIFT IDEAS

Pictures
Aprons
Embroidered Items
Unit Recipes

Charms
Spoons
Unit Photos

Chapter 7

HOSPITALITY

The following guidelines will help you encourage participation and caring within the unit.

Sponsorship Program for New Arrivals

Find out about the sponsorship program and coordinate a system which will enable you or your representative to contact the incoming family (including teenagers) before and immediately upon arrival.

Make certain the sponsorship program works well at every level. The commander, S-1, and sergeant major can answer any questions and will welcome your interest and support.

Welcoming Ideas

The importance of a timely welcome cannot be stressed too strongly.

Encourage all members of the unit to share the responsibility for making newcomers feel welcome. Keep them informed about new arrivals and encourage them to offer assistance and friendship.

The hospitality chairman of the unit wives' group, officer or NCO/ enlisted, should visit each newcomer promptly. She should also remember to welcome someone who is new to the unit but who is not new on post.

She should take a welcome packet that contains:

- ACS information
- Welcome letter from battalion/brigade commander's wife
- List of customs and traditions of the unit
- Official unit roster and/or wives' social roster
- Wives' club newsletter
- Community phone numbers

She may take a welcome gift such as:

- Plant
- Unit pin
- Handmade item
- Dinner (prepared by unit wives)

Battalion/brigade commander's wife and CSMs' wives may want to phone or visit the newcomer. Make certain they are informed when newcomers arrive.

The company commander's wife and first sergeant's wife should promptly welcome those assigned to their husbands' company.

Each month the commander and his wife or the CSM and his wife may want to invite newcomers to their home for an informal social visit.

A friendly, informative, and consistent welcome process produces a sense of belonging. Unit friendliness will continue to grow if everyone shares and cares.

Caring and Sharing Ideas

Communications: Good communication is essential to the morale of the unit. You might consider:

A monthly newsletter will keep wives informed and reach those who do not attend monthly functions. A newsletter may be used to publicly thank wives and to announce newcomers.

Phone calls and personal notes show special interest.

Geographic location of the unit can necessitate using installation newspapers and publications, as well as posters and fliers to publicize information.

Illnesses and hospitalizations. You can show your concern by considering the following ideas:

- Hospital and home visits
- Card, flowers, books
- Meals prepared upon return
- Babysitting

Chapter 8

NON-PARTICIPATION

"A round man cannot be expected to fit in a square hole right away. He must have time to modify his shape."

"Mark Twain"

Reasons for non-participation are many. Look upon them as a unit challenge, not a personal obstacle, and don't allow the status-quo to be an excuse for not trying. Enthusiasm is contagious, and your caring, "can do" attitude will inspire others. If non-participation continues to be a problem after you have good sponsorship, hospitality, and communications programs, consider the following:

Are invitations being ignored?

Consider using "RSVP" or "Please Respond" instead of "Regrets Only." This is the only sure way to find out if the wives are receiving their invitations. Show concern, not reproach, in trying to correct the problem. If delivered through husbands, ask the commander to emphasize the importance of delivering all communications addressed to wives. Explore the possibility of direct mailing when appropriate.

Was the activity planned with the wives' interests in mind?

Have financial limitations and child care requirements been considered?

Is "what to wear" affecting their participation?

Is transportation a problem?

Do they know someone to come with or will they know anyone when they arrive?

Are they made to feel welcome upon arrival?

Are the functions being held too often, or not often enough, and have you scheduled wisely, taking into consideration how many wives are available for day or night activities?

Have you made it clear to all that getting together as a group is far more important than the style in which it is done?

Did they know about the event in time? Was it well publicized?

Have you let them know you're glad they are there?

Do they know they're missed when they aren't present?

Is the group warm and friendly to all its members without cliques, gossip, or jealousy?

Do the wives feel like it is their group?

Solutions to the problem of non-participation require a positive approach. Don't be discouraged, and remember the following;

YOU CAN ONLY ENCOURAGE, YOU CANNOT REQUIRE PARTICIPATION. Even active and involved wives will resent feeling pressure to participate.

Realize that all wives will not participate all the time. Keep the lines of communications open, the hand of friendship extended, and don't feel as if you have failed when attendance is disappointing.

Be especially understanding of young wives whose lack of experience has not yet allowed them to develop a sense of commitment and responsibility to the group. Their non-participation is not a rejection of the Army, the group, or you. They will be influenced by your positive, concerned leadership, and by the other wives in the group who are active and involved.

SECTION III
YOUR SURVIVAL KIT

Chapter 9

VOLUNTEERING

"You don't live in a world all alone. Your brothers are here too."

Albert Schweitzer

Motivated and caring people can give vital support to the community. Volunteers are people helping themselves as well as others. Many feel that because they live in a community and enjoy its environment and services, they want to share in its work and responsibilities. Although support of community programs is the responsibility of the community commander, the Army simply does not have enough people or money to provide all the necessary services which contribute to a quality lifestyle for the military community. Consequently, volunteer support is essential to establish or maintain many services which would not otherwise be available. Volunteers are the foundation of many programs offered by on-post agencies, complementing and assisting the paid staff. A leader's wife (or her representative) may coordinate the efforts of the unit wives to support the community programs. The overall success of post activities can be greatly enhanced by leaders' and spouses' participation, both personally and through encouraging and acknowledging the involvement of others.

Motivating

In order to be able to provide the proper motivation it is helpful to know why people are willing to volunteer their time and skills. Some of the most common reasons are:

- To contribute to the community
- To be with other people; to make friends
- To maintain or update skills
- To learn new skills
- To experiment with a new career path; or to gain some basic experience in a new career
- To contribute towards activities in which their children are involved
- To gain self-esteem and status
- To have a sense of achievement and personal satisfaction
- To fulfill a sense of duty or obligation
- To have fun—an important part of volunteering

It is likely that a person will have more than one reason for volunteering. If you are having difficulty getting volunteers for a certain activity, ask yourself, "Will this volunteer job provide an experience that will meet the need(s) of the volunteer?" The ideal volunteer job will serve not only the needs of the organization/community but also the needs of the volunteer.

The availability and willingness of an individual to perform volunteer work is also dependent upon his or her life stage. At times, volunteer work may give a mother the opportunity to be among adults who have similar interests during a time that she has chosen primarily to be home with her small children. A short-term weekend project may be of interest to a "career woman" who wants to contribute to community efforts but whose job limits her weekday involvement. (This "career woman" may have given years of volunteer time when her children were younger!) The military wife must find her own balance, depending on her life stage, between her particular need for salaried and volunteer time; between time for others and time for herself; between long and short-term commitments; and between reasons for volunteering and types of tasks. She has the right to choose what kinds of activities will fit her individual life plan.

Recruiting Volunteers

The following are suggestions which may be helpful in requesting volunteers from your unit:

Determine if there is a true need before committing your unit wives. Don't be afraid to say "no" or to compromise if you can't get enough volunteers (e.g., "I'm sorry, we don't have twelve volunteers for the thrift shop this month; but we do have six willing workers who would be glad to help.") Don't try to do it all yourself in order to make up for the lack of efforts by others.

Be positive in presenting the need and do not apologize for asking.

Explain the job and its importance. You may want to invite a representative from an agency to a wives' function. Point out that volunteering gives job experience, and that ACS, Red Cross, etc., will help reliable volunteers with letters of recommendation and skill credentialing.

Be a willing volunteer yourself and participate, when possible, with the wives of the unit.

Ask publicly for volunteers and talk privately to the best qualified person. Try to fit talent to the job—very important. Remember that "volunteer" means uncoerced. The most satisfying commitments are the ones we choose for ourselves. A person who does not currently volunteer may become one of your strongest volunteers when she is given the opportunity to do a job that matches her needs and interests.

Establish a line of communication. Information needs to flow both up and down the chain-of-command.

Suggest a limited time for a specific job. If you are having trouble getting a volunteer for an important job, suggest job sharing.

Consider a plan which provides for unit sponsorship of a volunteer activity for a specific period of time. That unit then takes responsibility for volunteer support. Such a plan must be coordinated throughout the installation so that activities are not left without help. Providing the sponsored activity's volunteer needs are met, individuals may volunteer their services elsewhere or in addition to the unit's commitment.

Don't limit yourself to drawing volunteers from just one group of people. Military members, retirees, teenagers, and the working spouse all have the potential to contribute towards a community effort. Often small adjustments—such as a change from daytime to evening hours—can increase the people you have available to perform a given job. *Be careful not to overuse the willing ones.*

Remember that many wives volunteer for organizations less visible than the wives' group (e.g., Girl Scouts, church activities, school programs, or other activities in the civilian community).

Be sure to publicly and privately thank each volunteer for her support.

NOTE: The publication, *I CAN: VOLUNTEER DEVELOPMENT WORKBOOK AND ADVISOR'S MANUAL*, is an absolute must for a new approach to volunteer recruitment and development. Ask for price and cost of postage by writing to:

The American Red Cross
National Headquarters
Washington, D.C. 20006

Credentialing

Volunteers may want credentialing to transition into the job market; they may want to keep a scrapbook for personal satisfaction; or they may simply enjoy the immediate recognition associated with an itemized description of their skills and contributions. Whatever their pleasure, your job as a leader in an organization will never be hurt by credentialing those who give their time and talents to make your organization work.

Private or public praise, though essential in the process of making volunteers feel appreciated and important, does not physically credential the volunteer's contributions. The following are some suggestions for documenting the skills and responsibilities of the volunteers who work for you:

- Letters of commendation or recognition
- Certificates of awards or training
- Listing in programs or other printed documents
- Special, detailed thank you notes
- Recognition in newsletter or newspaper articles
- Bylines for articles written or signatures for art designed
- Job descriptions
- Recording number of hours volunteered

Ingredients of Volunteer Credentials

1. Name of volunteer and title
2. Importance of the job
3. What was done and how long the job took
4. Skills required to perform the job
5. Special training received or required to perform the job (if applicable)
6. Accuracy, timeliness, efficiency, responsibility, etc. (comments on the execution of the job)
7. Signature and official title of the highest, valid authority associated with the volunteer position (letters of commendation or recognition, certificates of awards or training).

NOTE: See sample credentialing letter at the back of this chapter.

Credentialing Yourself

Keep a file or portfolio on yourself recording all the years you were a scout leader, OWC board member, PI'A council member, etc.

Ask for a letter of recommendation from the volunteer organization if they do not offer one automatically.

Obtain a copy of the job description. If it is not available, write your own, stating the skills required, and add it to your file with the organization's letter.

Save all certificates, programs, newspaper articles, etc., and record all ADDRESSES of organizations for which you volunteered.

Do all the above NOW because it is too easy to forget dates and details.

Do not hesitate to include your volunteer skills and responsibilities in detail on a resume.

Checklist of Volunteer Credentialing

1. Jobs Performed

Examples:

a. Committees Chaired

- (1) Newsletter
- (2) Welcoming
- (3) Financial Counseling
- (4) Loan Closet
- (5) Boutique Management
- (6) Ad Hoc Committees

- b.* Volunteer Supervisor
- c.* Assistant Volunteer Supervisor

2. Skills Performed

Examples:

- a.* Typing--words per minute
- b.* Filing
- c.* Bookkeeping, Budget Planning
- d.* Writing (Journalism)
- e.* Program Design/Analysis
- f.* Counseling, Interview, etc. (for Supervisor)

3. Number of People Supervised

Examples:

- a.* 45—60 Adults
- b.* 10—15 Teenagers
- c.* 20—30 Children

4. Community Programs Implemented Due to Your Leadership

Examples:

- a.* Welcome Wagon
- b.* Vol-Teen Program
- c.* Overseas Family Contact Program
- d.* Counseling Services

5. Community Councils Served On

Examples:

- a.* Education Councils
- b.* Child (or Spouse) Abuse Councils
- c.* PTA Councils
- d.* Alcohol and Drug Abuse Councils

6. Continued Education Seminars or Training

Examples:

- a.* Child Support Services
- b.* Parent Effectiveness Training
- c.* Community Leadership or Volunteer Management Seminars
- d.* Preventive Alcohol and Drug Seminars
- e.* Instructor Courses/Facilitator Training
- f.* Social Work and Services

7. Awards Received

Examples:

- a.* Certificates
- b.* Letters of Commendation
- c.* Letters of Recommendation

(Information in "Credentialing Yourself" was taken from MAKING A HOME IN THE NAVY: IDEAS TO GROW ON (1980) prepared for the Family Support Program Branch, Office of the CNO (OP-152), Department of the Navy, Washington, D.C. 20350. Information in "Check- list of Volunteer Credentialing" was taken from a handout provided by Carole A. Holt, Fort Knox, KY, speaker for "Realistic Expectations for Volunteers" workshop for the 1982 Fort Leavenworth Family Symposium.)

Volunteer Recognition Letter for Credentialing

(SAMPLE)

May 21, 1984

TO WHOM IT MAY CONCERN:

As the Army Community Service Volunteer Director, _____ unselfishly devoted well over 1000 hours to the Army Community Service Program at Fort Leavenworth, Kansas since May 1983.

As Volunteer Director, her primary mission was to develop and implement volunteer programs that assisted military family members in a sundry of social issues and to instill cohesion between paid staff and the volunteers. Along with these duties, _____ organized, trained, and supervised well over 120 volunteers and insured each planned program under her guidance was well staffed and ran smoothly.

_____ showed initiative and cooperation in all aspects of her job. In an effort to assist both family members and staff, _____ took on various responsibilities beyond what was expected. She was instrumental in obtaining a computer to assist the total operation in running smoother and more accurately. She served as instructor to various volunteers who wanted to develop computerized skills.

Throughout her entire year as Volunteer Director, _____ maintained a high level of professionalism, dedication, and loyalty. Her commitment and dedication to resolving family-life problems was one of excellence and dependability.

I would highly recommend _____ for any position she wishes to fill. She is a person of high integrity and honesty and would be an asset to any program requiring her skills.

Sincerely,

(Highest level person
willing to sign such letters)

Chapter 10

RESOLVING INTERPERSONAL CONFLICT

"You cannot shake hands with a clenched fist."

Indira Ghandi Indian
Politician and Prime Minister
1917-1984

As a leader's wife, you may encounter wives' group situations where interpersonal conflict is present between yourself and another, or among other wives. Although unsettling, conflict is a possibility wherever there is any form of human interaction. There is a tendency in our society to look on conflict as something to be avoided or ignored. The successful resolution of conflict can be productive, leading to closer personal relationships, increased understanding, and a higher level of shared enthusiasm for the group activities.

If you are the group leader, you should discuss any serious conflict that could affect the unit with the commander before taking action. Whatever your role, you will have to adjust the resolving process to apply to your special situation.

Conflict occurs when two (or more) individuals disagree. If you can reduce the defensiveness and emotionalism you will have a better chance of bringing back rationality and the ability to listen to the opposing point of view.

Before you attempt to resolve a conflict, apply the following guidelines for success:

TO DEFUSE YOUR EMOTIONALISM AND REDUCE STRESS:

- Don't do anything until you (and the other) have had time to cool off. Doing nothing for too long is better than doing the wrong thing right away.
 - Try to relax. Find a quiet, private place. Loosen up with neck rolls or yoga exercises.
 - Think of things in your life which make you happy. Think of the people you love--they need you to be calm and responsive.
 - Engage in physical activity (jogging, swimming, etc.) to release pent-up stress.
 - Write out the problem--what happened, the consequences to you, and your feelings about it. Lay it aside for a couple of hours. Then eliminate or correct all emotional words and reanalyze the consequences to you.
 - Talk it over with your husband or a trusted friend
-

THEN, YOU HAVE THREE CHOICES:

AVOID the other person. This solution works only if you do not have to associate with the person on a regular basis. You choose to ignore the conflict and reduce further possibilities of having another. (Works well with personality conflicts.)

NEGOTIATE around the conflict. If you have a conflict, attempt to negotiate a compromise. Your willingness to compromise signals a genuine concern for the unit. (Works well with power or influence struggles.)

CONFRONT the other with the conflict as you perceive it and work together for its resolution. Direct confrontation is difficult to initiate and requires courage. (Works well with differences of opinions or values.) See the following steps.

Steps in Conflict Confrontation

1. **SET UP A MEETING.** Let the other person know you are interested in resolving the conflict and establishing a better relationship. Talk to her on the phone, in person, or through a mutual friend. Arrange to meet in a neutral location which is private and free of interruptions; allow plenty of time for the meeting.

2. At the meeting, establish the "ground rules" together. Discuss them openly and provide examples for each other as necessary. This should provide an atmosphere for productive discussion.

a. Allow her to explain the situation completely as she sees it without interruption; then request that you be allowed to do the same.

b. Speak slowly and calmly.

c. Center the discussion on the problem rather than personalities; talk about WHAT happened and your feelings about it as opposed to the blameful WHO and WHY.

d. Speak only for yourself Explain your motives, but don't speculate on hers.

3. **TRY TO ENHANCE TWO-WAY COMMUNICATION.**

a. *LISTEN Actively*, and try to hear and understand what she is saying to you through her words and body language. Reflect your understanding through your words and body language. (Words make up only seven percent of communication between two people with the rest being body language--tone and volume of voice, gestures, facial expressions, physical distance between two people, etc.) Check out your understanding of her; share what you think she said for her verification or correction.

b. *TALK* sincerely and honestly, react spontaneously, don't talk down to her as the leader's wife. Consider the possibility you may be wrong, and be open to compromise.

4. CONFLICT RESOLUTION.

- a.* Clarify or summarize the problem until you BOTH agree the problem is stated accurately.
- b.* Ask what can be done about the problem before offering solutions of your own. Not all conflict can be resolved; one solution may be to "agree to disagree," respecting the other's right to her opinion.
- c.* Verbalize the solution; don't assume the discussion about possible solutions makes the choice obvious. This should produce a mutually acceptable understanding.
- d.* Implement the solution and set up a plan to make it work.

You may only need to go through Step 3, enhancing communication, as most conflict is nothing more than a breakdown in communications. Try not to be disappointed or take it personally if you can't get the other person to meet with you. Not everyone will be receptive to the conflict confrontation process. All you can do is honestly state your desire to resolve the conflict.

Third Party Mediator

As a leader, you may need to mediate conflicts. When emotions are out of hand and interpersonal conflict is destructive to the group, your intervention may be critical. As the mediator, you will need to know the steps in conflict confrontation (listed above) and ways to keep both parties working through them, with you as a guide.

1. A Mediator:
 - a.* Establishes and maintains trust and assures total confidentiality.
 - b.* Suggests procedures (Conflict Confrontation Steps).
 - c.* Helps establish ground rules and enforces them.
 - d.* Keeps the discussion centered on the problem and not personalities.
 - e.* When necessary, clarifies the problem in unemotional terms.
 - f.* Give unbiased, nonblameful, but honest feedback to both parties.
 - g.* Protects either person if the other gets abusive or out of control.
 - h.* Attempts to keep the lines of communication open between the two.
2. Before you step in as the third party mediator ask yourself these questions:

- a.* Is it really necessary to have a formal mediation or will my active listening to each person defuse the situation?
- b.* Am I willing to take the time and responsibility for mediating their problems?
- c.* Can I be unbiased?
- d.* Could my position as the leader's wife threaten the mediation process and force a solution unacceptable to either or both?

Chapter 11

FAMILY CRISES

"The worst sin towards our fellow creatures is not to hate them, but to be indifferent to them: that's the essence of inhumanity."

George Bernard Shaw

There are numerous crises which could occur to families in your husband's unit—death, injury, drug or alcohol addiction, financial difficulties, divorce, problems with children, relief from duty, etc. Each family (and individual member) deals with crisis differently because all have different strengths and experiences. But the universal commonality among all families in crisis is the pain and emotional shock. As a leader's wife, you may be called upon to listen, offer advice, or to give suggestions about professional help available.

The purpose of this chapter is to give some practical suggestions used by others when helping their unit wives with families in crisis. The chapter is not intended to present information universally applicable to all situations, nor is it comprehensive--hundreds of books have been written on families in crisis. It is, however, intended to broach some unpleasant unit family problems for which there are no easy answers.

Following the basic information outlined in the General Guidelines and the Good Listener sections of the chapter, the family crises are addressed in three general categories:

- I. *Gossip-Embarrassment Affecting the Unit Families*—Gossip (e.g., jealousies, career competitions, marital problems, etc.) and embarrassment (e.g., spouse nonselection for promotion, relief of a soldier from duty for cause, financial difficulties, personal problems, etc.).
- II. *Clinical Family Dysfunctions*—Alcohol or drug abuse, family abuse or neglect, emotional or mental disturbances, juvenile delinquency, etc.
- III. *Death of a Unit Family Member*.

GENERAL GUIDELINES

The following are some guidelines to help you keep your perspective and balance when helping families deal with their crises:

The unit leadership is responsible for the performance, health and well-being of the unit soldiers and their families. Be aware that you can be a supportive, healing influence on unit families in pain.

Confidentiality is important; what someone tells you in confidence should remain in confidence. Sometimes you may be the first to know about a unit family crisis. Share information seriously affecting a family or the unit with your spouse, and, when necessary, a professional helper.

Always try to imagine how the other person must feel. Base your actions or inaction on that sensitivity.

Don't hesitate to call in the professionals. Chances are you are not a trained counselor or clinician. The Army has teams of professionals trained to help hurting families with their specific problems. (See Community Resources, Chapter 12.)

The extent of your involvement in a family's problem depends on your relationship with the family. As a close friend, you may be involved from problem identification through its resolution. In other cases, however, unless the problem adversely affects the unit or you are asked for help, the problem is none of your affair. Share your knowledge of available helping agencies. Establish a close relationship, communicate sensitively through a friend of the family, and suggest it be handled informally from commander to subordinate.

EASING THE PRESSURE—A GOOD LISTENER

A good listener listens with an open mind and heart. You must give the troubled person the right to have reactions different from yours. A good listener will allow the person to express his or her feelings in a nonjudgmental environment which helps the sufferer work through the problem.

Another key to good listening is recognizing predictable stages someone in crisis works through and understanding her special needs at each stage. Dr. Elisabeth Kubler-Ross in her book *DEATH AND DYING* (MacMillan Company, New York NY, 1972) pioneered research on the terminally ill, identifying five stages of grieving and dying which lead to the acceptance of an inevitable fate. Though the stages were identified for the most severe crisis, death, they are applicable in varying degrees to any personal crisis—even a major career disappointment such as a spouse's promotion passover. Your awareness of personal crisis stages will not solve the individual's problems; however, you can facilitate her coping with pain. The following are the stages of personal crisis, adaptations of Dr. Kubler-Ross' stages of death and dying:

1. *DENIAL*—"No, not me." Denial serves as a buffer following an unexpected shock, a temporary defense soon to be replaced by partial acceptance. The reaction of the individual at this stage depends on how she was told or found out, how much time she has to gradually acknowledge the situation before other things occur, and how she has prepared throughout her life to successfully cope. If you sit and listen to her and repeat the visit, even if she was loud and verbose in her denial or did not feel like talking at all, she will eventually come to trust you as someone who cares.

2. **ANGER**—"Why me?" A person in pain may randomly lash out at family and friends, making it difficult for the recipients of the anger not to take it personally. If a listener becomes defensive, it will only intensify the hurting person's anger. At this stage, it is important for the listener to show genuine concern and nonjudgmental respect for her feelings, allowing her to ventilate her rage and release some of the pressures of her pain.
3. **BARGAINING**—"Yes me, but. . . ." The person in pain bargains to postpone the inevitable ("If I do this . . . then the crisis will go away."), often quietly striking deals with God. You may not be aware of the person's movement through this stage except as perceived between the lines. Her desperate promises could be the result of irrational or excessive feelings of personal responsibility for the crisis. A good listener will not block her expression of irrational promises, but will help her to explore those feelings and resolve her fear and guilt.
4. **DEPRESSION**—"Yes me." In depression the person enters the stage of grieving for her losses (or impending losses) and concentrates on things done incorrectly or not done at all. Our usual reaction to sad people is to try to cheer them up, making us more comfortable rather than meeting their needs. By allowing the person to express sorrow, you make it easier for her to finally accept the situation. Your role may be to listen sympathetically or even just be there with nonverbal support.
5. **ACCEPTANCE**—"It's alright, I can handle it now." Given enough time and help through the previous stages, a person can accept her "fate" without depression or anger. Acceptance is not necessarily a happy stage, but not unhappy either. For all, acceptance of the inevitable leads to their ability to cope with the consequences of the crisis.

Every person works through the stages at a different rate and intensity with the progress influenced by the stages of her family and friends. Further, the stages are not mutually exclusive of each other. Because she has worked through the first three stages to Depression does not mean she will not revert back to Denial—holding out hope for the last minute dissolution of the problem—or Anger—releasing pent-up pain. But as the needs of the hurting person are met at each stage, her reversion to an earlier stage will be short-lived and her progression toward Acceptance enhanced.

You must be aware that not all crises should be accepted as inevitable. Some can be fought and "made to go away" such as malicious gossip or, in rare cases, a promotion passover. The stages outline the progression of an individual facing an irreversible personal crisis.

As you attempt to meet the needs of a hurting family, you may only see the first several stages before a bitter, angry family rotates from the unit. With others, over a period of time, you could see them move into the final stage of Acceptance. As a knowledgeable, concerned listener, you can facilitate the hurting person's growth, even if the Acceptance stage is reached only long after she has left the unit.

I. Gossip-Embarrassment Affecting the Unit Families

Scandal will be handled by the commander (e.g., moving a soldier out of the unit, official reprimands, entries on efficiency reports, etc.). Be aware of the actions in progress, but be quiet about your official knowledge. The following are some suggestions that might prove helpful in dealing with "sticky" unit problems such as gossip and the embarrassment of the individual being maligned.

Gossip

- A. You may be the first or last to know about gossip in the unit. Whatever the timing, do not judge or take sides. Casual comments may be misconstrued as "official" condemnation and add fuel to the gossip fire.
- B. Malicious gossip (spiteful distortion of the truth or total fabrication) is generated by people who feel unappreciated or bored and want attention. The following are suggestions for dealing with the problem.
 - 1. Try to change a gossip's behavior by meeting her need for attention, give her a job, and reward her positive contributions as an attempt to change her behavior.
 - 2. Try to squelch her message. In a group setting, the leader has the responsibility to correct any misinformation.
 - 3. Without attacking the gossip personally, indicate to her that you do not believe all you heard. Losing your temper with a gossip is rarely constructive. It puts her on the defensive and dilutes your ability to influence her behavior. That does not mean you cannot express your FEELINGS about the gossip's ACTIONS in a controlled, honest, but nonblameful manner.
- C. If you are new to the unit and find that gossip among the wives is splitting the group, be careful to remain neutral and avoid the cliques.

Embarrassment

- A. The person being gossiped about may be embarrassed, feel uncomfortable, and avoid social situations. The wives' group may also feel uncomfortable. Often people do not know how to face another individual after an embarrassing incident and tend to avoid that person. Perhaps unintentionally, but collectively, they can make the hurting person feel ostracized, just to avoid an awkward encounter. To promote the healing process, make an effort to talk to her at an event and reinforce an open line of communications. Be aware that your success rate won't be 100%.
- B. One of the most difficult situations for you to handle is one in which your spouse has had to relieve a soldier from his duties for cause. Each set of circumstances is different and

will have to be handled with sensitivity and common sense. The following are some general suggestions:

1. Give everyone involved some time to react and cope, perhaps gaining some perspective. The family will go through the five stages of personal crisis mentioned earlier in this chapter.
2. As the family leaves the unit, acknowledge the loss of the spouse from the wives' group, but do not discuss the circumstances.
3. The relieved soldier's wife could be bitter and unreceptive to you. Be sensitive to her feelings, and assess your relationship with her and the family to determine how to respond. It is appropriate to validate a friendship. Do NOT get into an evaluation of the commander's decision to relieve the soldier.. If you feel you cannot approach her directly, a short note may be one way of communicating your caring. Healing takes time and your comments or note of concern may make it easier for her to eventually cope with her crisis.
4. Try to keep communications open and normal among the other wives in the group. Like you, it is only natural for them to sympathize with the relieved soldier's wife and validate that their friendships still exist.
5. If one of your spouse's peers is relieved, be aware that the senior wife is in a sensitive position. Keep the lines of communication open with her and reexamine the previous four suggestions for ideas about how to react to the relieved soldier's wife with sensitivity and concern.

II. Clinical Family Dysfunctions

With your access to family information among the wives, you could be the first of a leadership team to find out about a family dysfunction even if the situation is ultimately handled entirely by your spouse. You are not prepared, nor will this chapter prepare you, to deal with all types of clinical dysfunctions. Do not wait until doubt sets in--call in the professionals. The following are general suggestions for helping dysfunctional families.

A. When approached by a wife with a dysfunctional family problem, be a good listener; but realize that individuals under stress (or persons biased about family members) do not always tell the whole truth or see things as they really are.

B. Talk the situation over with your spouse. Together you can decide what needs to be done and what role you will play, if any. Depending on the gravity of the situation for the family and the impact on the unit, you both may be involved in helping the family.

C. Get advice from the professionals--the names of agencies available in your area, and how to get the individual (or family) in for treatment, etc.

D. Armed with your knowledge of helping resources, try to get the individual to the agency best suited to work with her. You may want to help her make the appointment or drive her to the first visit.

E. After the individual's visit with the agency, follow up at least once to show your concern. She came to you (to let you help her) because she trusted you and wanted help.

F. Do not take responsibility for SOLVING the problem. Dysfunctions are complex and do not appear or disappear overnight. Be objective and realistic about what you can and cannot do to help the individual. Let your spouse, the professionals, and your own common sense determine how involved you need to be any time during the problem identification or treatment.

III. Death of a Unit Family Member

The most severe crisis a family can face is death. It is normal to feel unqualified to help someone deal with the death of a family member. However, there are a few essentials you should be aware of if the tragedy does occur.

A. *Notification*—Personal situations and requirements vary; but in general, notification is as follows:

1. The Adjutant General (AG) is notified; he then verifies the identification and notifies the unit commander.
2. The unit commander decides who should notify the surviving spouse; he may choose the company commander. If the spouse is non-English speaking, a translator should be present during the notification.
 - a. In the case of an enlisted person, the company commander will take along his first sergeant and probably a close friend of the deceased.
 - b. Clergy is represented when requested by the notification team or family member.
3. At this time, your husband will also decide whether to involve you. Wait for that decision. Remember, you will take directions from him, because he is ultimately responsible to ensure that this sensitive task is accomplished as smoothly as possible and with concern.

B. *Initial Visit*—The mere presence of the commander and/or his wife represents authority and strength, providing the initial support that the spouse needs until family and friends arrive. Be supportive but avoid intrusion. A Survivor Assistance Officer will be assigned, so do not attempt to answer any immediate questions. Inform the spouse that someone will be along shortly to assist with all arrangements and to answer questions. If you are not only the commander's wife but also a friend, your involvement will, of course, be greater.

C. *Immediate Support*—The following are ways you and other unit wives can be helpful.

1. Review the five stages of personal crisis outlined at the beginning of the chapter and try to be a good listener.
 2. Share your knowledge of professional helpers available (e.g., psychiatrists, chaplains, etc.) who are trained in grief counseling.
 3. A unit representative should be at the house continuously during waking hours to handle details—in addition to the Survivor Assistance Officer.
 4. Sit by the phone with pen and paper to record all messages.
 5. Label gifts of food and record on paper who brought the dishes.
 6. See that someone is in the house during the funeral.
 7. Help plan transportation and accommodations for relatives.
 8. Help straighten up the house, whenever possible.
 9. Arrange to shop for funeral clothes or food.
- D. *Follow-up Communications*—Several days after the service, follow up with a note or a visit. Call first. Remember that you were the support unit for the survivor. Depending on the situation, you might ask another military widow to call or visit with the bereaved wife. Continue your support through the period of relocation.
- E. *Preparation for Unit Families*—Be aware of some of the resources available to help wives before there is a tragedy.
1. Invite someone from the Staff Judge Advocate (SJA) to a unit activity to talk about wills and benefits for survivors.
 2. Frequently, the deceased has not made any preparation to assist the surviving spouse. DA PAM 608—2 can be helpful; it consists of three parts:
 - a. DD Form 1543, Annual Legal Checkup
 - b. Burial Information Check Sheet
 - c. Survivor Assistance Briefing

Working with families in crisis is not an easy task and can often be painful. Before you become involved, be sure you are willing and able to give your time and concern to the people in need. When you decide to become involved, try to keep your perspective—balancing your loyalty to yourself, your family, the unit wives, and your relationships with others. Don't try to do it all yourself; call in the other unit wives to use their special talents to help others in crisis. And last, as you work through a crisis with someone, never lose sight of the fact that they, like you, are only human with strengths and weaknesses and are worthy of respect and love.

Chapter 12

COMMUNITY RESOURCES

There are many resource agencies available to help Army families. As a leader's wife, you can be helpful by passing on this information to the wives in your unit.

INSTALLATION (HELPING) RESOURCES

*If you have Questions, Problems
or Concerns with:*

*Contact the following at (Many)
Installations for Information:*

*COUNSELING
PERSONAL PROBLEMS
SOCIAL SERVICES:*

Abuse (Child, Spouse)/Child
Neglect Services
Budget/Financial Counseling/
Debt Liquidation
Compassionate Reassignment
Counseling
Consumer Credit Counseling
Drug/Alcohol Abuse & Related
Illnesses
Family Advocacy Services
Legal Assistance
Marital Counseling
Medical Problems/Personal
Health Maintenance
Mental Health Counseling/Social
Work Services
Survivor's Assistance

Hospital, ACS, Chaplain
ACS

Unit Commander,
Adjutant General (AG)
ACS, Library References
Community Counseling Center,
Hospital
ACS, Mental Health Clinic, Chaplain
SJA
Chaplain, Hospital

Hospital

Hospital, Mental Health Clinic
AG, Unit Commander, Chaplain, ACS, AER

EMERGENCY

Abuse (Child, Spouse)
Disaster Services

Domestic Problems
Drug and Alcohol
Emergency Leave Requests
Food

Hospital, MP's
Stateside: Red Cross, MP's
Overseas: Unit
MP's
Community Counseling Center, Hospital
Unit Commander
AER, Community (ACS) Food Locker

INSTALLATION (HELPING) RESOURCES CONTINUED

Medical
Military Pay/Financial Records
Money
Survivor's Assistance

Hospital
Finance Office
Red Cross, AER
Unit Commander, AG

SPECIAL PROGRAMS

Child Care
Food Stamps
Foreign-born Family Members:
 English Language and Citizen-
 ship Classes
Handicapped Children's Program
Survivor's Assistance

ACS
Stateside Only: Local Civilian Agencies

ACS, Chapel
ACS, Hospital, Morale Support Act
Unit Commander, AG

MOVING

Orders
Child Care
Dependent & Concurrent Travel
Household Goods/Hold Baggage
Legal Assistance
Military Pay/Financial Records
Sale/Purchase of Household
 Items
Temporary Housing & Lodging
Temporary Loan of Basic House-
 hold Items
Immunizations
Passports

AG
ACS
Transportation Office, AG
Transportation Office
SJA
Finance Office
Post Newspaper, Thrift Shop,
 Post Bulletin Board
Billeting/Housing Division

ACS
Hospital
Transportation/Port Call or AG for "no-
fee" passports for family members; Local
US Government Agency for Tourist ..
passports.
ACS, AAFES, Family Housing Office

Cleaning Team Lists

NEIGHBORHOOD PROBLEMS

Locked out of Quarters
Repair of Government Quarters
Security & Safety in Housing
 Areas & Government Quarters

MP's, Post Engineers
Engineers (Work Order Section)
MP's Fire Dept, Garrison Commander

INSTALLATION (HELPING) RESOURCES CONTINUED

RECREATION

Recreation Services	Recreation Services Office (DPCA) (Morale Support Activities)
Travel Services	International Ticket and Travel (ITT) ... Office, Transportation Office, Scheduled Airline Ticket Office (SATO)
Youth Activities	Youth Center, Chapel, ACS

OTHER

Child Care	ACS
Educational Opportunities	Education Center, Local Colleges, Universities, and Technical Schools
Employment Opportunities	Civilian Personnel Office (CPO), One-Stop Job Service, Federal Job Centers (Stateside), Local Employment Agencies, State & Local Government Offices, Local Contractors (On-Post), Local Educational Institutions, AAFES
ID Cards	AG, Unit Commander
Legal Assistance	SJA
Lost ID Cards	Unit Commander & MP's to report; AG to replace
Medical Facilities	Hospital
Volunteer Opportunities	Hospital ACS, Red Cross, Scouting, Chapel, Museum, Thrift Shop, Schools, Youth Sports Programs, Civilian Community—many others

NOTE: It is not possible to give the exact name of a resource facility at each and every installation in the world; local requirements and resources determine the services offered. In the medical area, for example, many stateside posts have hospitals; overseas this is the exception rather than the rule. A community might have a dispensary or a clinic instead, or may rely on a nearby community for such services.

There are also many civilian agencies that military personnel are entitled to use. This is particularly true stateside when the military family is living off-post and is contributing to the local economy by paying rent or taxes. Contact the county social services office for help with appropriate referrals.

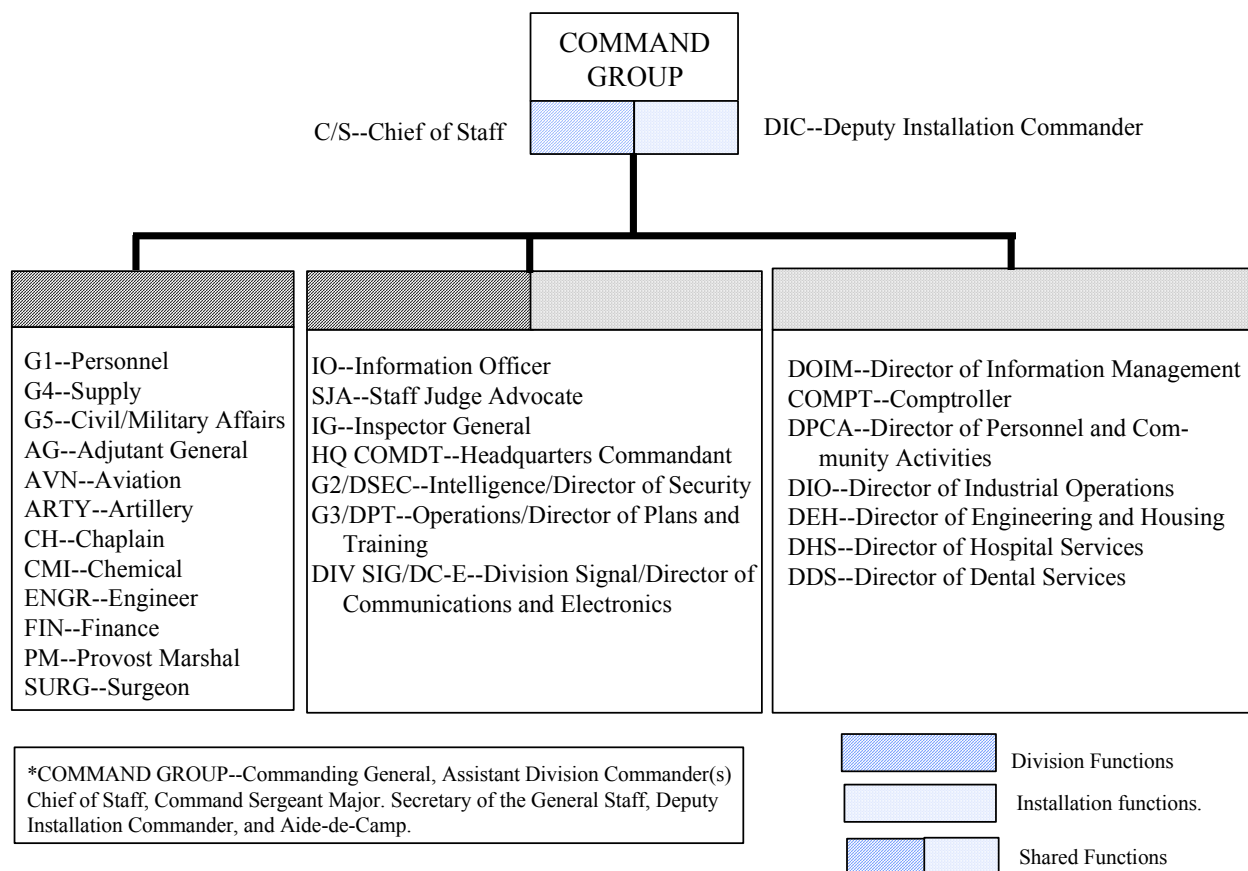
Chapter 13

COMMUNITY AGENCIES

Community Agencies—Who Controls Them?

The following chart is only representative of a division CG's staff when he also commands the installation; the exact staff organization is dependent on the wishes of the commander. For example, the commander may make DPCA a part of G1; the Chaplain could work for the DPCA; the DIO may be part of G4; etc. Check your telephone directory or a post flow chart to see how your installation is organized.

DIVISION/INSTALLATION COMMANDER'S STAFF



Community Agencies—What's Under Them?

This chapter gives general descriptions of areas of responsibilities within post agencies. As a leader's wife, it is important that you be aware of the services of the various agencies. You should also be the role-model for passing compliments, not just complaints, to the agencies.

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES (DPCA) is usually responsible for the following:

Army Community Services (ACS)	Alcohol and Drug Control Office
Arts and Crafts Center	Education Center
Auto Craft Shop	Installation clubs (officer/NCO/ enlisted clubs, package beverage store)
Child Care Services (CCS) is part of ACS (e.g., nursery school, child care center, etc.)	Installation Morale Support Funds
Library	Nonappropriated funds (NAF)
Outdoor Recreation Facilities and Rentals (picnic grounds, lodges, boats, trailers, etc.)	Post Budget Office
Public Schools	Sports (Gyms, Outdoor fields, swimming pools, golf courses, etc.)
PX	Youth Activities
	Recreation Centers Red Cross

The following MAY be placed under DPCA:

Civilian Personnel Office	Reenlistment
Equal Employment Opportunity Office	Check Cashing
Provost Marshal	Credit Unions
Retirement Services	Postal Services
	Vehicle Control
	Voting Program

DIRECTORATE OF ENGINEERING AND HOUSING (DEH) is responsible for the following;

Bachelor Quarters (officer and senior enlisted)	Energy Conservation
Family Housing Office	Environment Management (water treatment, insect control, forestry, etc.
Maintenance and Repair of Quarters (and other government real property)	Fire Protection/Prevention (Fire Station
Quartermaster Furnishings	Inspect Commercial Contracts (for areas of responsibility)
Transient Billets and Guest Housing	Post Utilities (purchased)
Work Order and Self Help	

DIRECTORATE OF LOGISTICS (DOL) is responsible for the following;

Accountability and Control of Installation Property

Commissary

Contracting and Procurement of Commercial Supplies and Services

Foods Services (military dining halls)

Laundry and Dry Cleaning Stores (Army)

Passenger Travel Service/SATO

Transportation Office (personal property moves)

STAFF JUDGE ADVOCATE (SJA) runs the Army Legal Assistance Program providing the following services to military active duty, retirees, and their family members at no charge:

Claims (damage to personal property due to government related activities)

Domestic Relations (advice on adoption, custody, divorce, separation, etc.)

Notary

Personal Finances (debts, insurance, etc.)

Power of Attorney (Special or General)

Real Estate (lease review, contract review, deed or title review, etc.)

Wills

INSPECTOR GENERAL (IG)

The IG is the confidential representative of the commander and is a member of his personal staff inquiring into and reporting upon matters affecting mission performance, economy, efficiency, discipline, and morale of personnel assigned to the commander.

Functions:

Conducts general and special inspections of unit and post activities and facilities;

Acts on complaints of the soldier and/or family members and provides assistance in response to requests;

Conducts investigations as directed by the commander.

Community Action

On those occasions when a problem does exist, the following procedure is a way to solve a problem in existing Army programs or services (e.g., housing, transportation, PX, etc.):

1. Discuss the problem with your husband; remember, he's part of The System.
2. Double-check to determine if there is a problem or just a breakdown in communications.
 - a. Call the agency involved.
 - b. Try to remain calm and open minded. Listen to what the worker says; a procedure or form may solve the problem.
 - c. When in doubt, ask for the Army regulation or other printed verification (such as a booklet) explaining agency procedures or family member rights or restrictions.
3. If you are not satisfied, ask to speak to the worker's supervisor.
 - a. Speak to the supervisor in person.
 - b. Be polite, firm, and open minded.
4. Continue up the chain of supervisors until you find someone interested in solving the problem who has the authority.
5. Keep a careful, unemotional log documenting all your actions (if the process takes more than a day or so). Be sure to include:

- a. Date
 - b. Person to Whom You Spoke
 - c. Title and Office
 - d. Phone Number
 - e. What He/She Told You
6. Periodically discuss your progress with your husband.
7. Make an appointment with each of the following until the problem is solved:
 - a. Agency Director (first)
 - b. His Commander or Boss (follow the chain of command)
 - c. Inspector General (last)
8. At the appointment:
 - a. Be organized--lay out the problem in simple, direct terms.
 - b. Unemotionally state the problem's impact on you.
 - c. Suggest a reasonable solution(s).
 - d. Follow agency's suggestions.

Checklist of Vehicles for Influencing "The System"

Advisory Councils (attend)	Community Forums (e.g., Town Meeting, etc.)
Carrier Performance Feedback	Community Organizations
Claims for Damaged/Lost Property	Inspector General (IG)
"Hot Lines"	Letters to the Editor
Legal Assistance Office (SJA)	Orientation Tours
On-the-spot Compliment or Complaint	Provost Marshal
Personal Visit	The Commander
Suggestion Boxes	Wives' Club Efforts
Use the Chain of Command	Your Spouse

Appendix 1

SUGGESTED READING LIST

Allen, Silja. *A Leading Lady*, P.O. Box 1251, Vienna, VA 22180; \$3.00.

Customs and Courtesies. The Citadel, The Military College of South Carolina, Charleston, SC.

Gross, Mary Preston. *Army Family Social Guide*. Chuluota, Florida: Beau Lac Publishers, 1970.

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